

# Corporate Operations Group Professional Competence Framework

Revised for the standup of the Profession from the original COG Profession –  
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## **Contents**

Behaviour and Competence Framework .....	3
Five Levels of Professional Competence .....	4
Business Ops - Conflict / People Management.....	5
Business Ops - Customer Focus .....	6
Business Ops - Problem Solving .....	7
Business Ops - Strategic Thinking / Planning .....	8
Business Ops - Change Management .....	9
Business Ops - Organisational Learning.....	10
Comms, Media & Mktg - Campaigns and Marketing.....	12
Comms, Media & Mktg - Creative - Photography.....	13
Comms, Media & Mktg - Digital.....	14
Comms, Media & Mktg - Internal Communication .....	15
Comms, Media & Mktg - Press and Media .....	17
Exec Support - Professional Communications .....	19
Exec Support - Relationship Building and Networking .....	20
Exec Support - Supporting the Principal .....	21
Exec Support - Administrative Support .....	22
Exec Support - Office Management.....	23
Exec Support - Diary Management.....	24
Exec Support - Travel Management .....	25
Exec Support - Computer/Technical Skills .....	26
Exec Support - Information Management .....	27
Infra & Estates - Compliance.....	28
Infra & Estates - Data Analysis .....	29
Infra & Estates - Government Property Profession .....	30
Infra & Estates – Property & Estates Expertise.....	31
OHSE - Audit and Assurance .....	32
OHSE - Conducting Risk Assessments .....	33
OHSE - Emergency Response .....	35
OHSE - Fundamentals .....	36
OHSE - Incident Reporting .....	38
Policy - Analysis and Use of Evidence .....	39
Policy - Policy Delivery .....	40
Policy - Supporting the Ministerial & Parliamentary Process.....	41
Quality Management - Quality Context.....	42
Quality Management - Governance .....	43
Quality Management - Assurance .....	44
Quality Management - Quality Improvement .....	45

# DE&S Behaviour and Competence Framework

## Definition

Common for all employees DE&S-wide and devised at an organisation level. They provide a framework that we should all work to, no matter what grade or role we are in

Defined by and unique to a specific Profession, detailing the key knowledge, skills, experience, and standards required for success in the Profession.

Unique to a specific part of a Profession but not applicable to all employees within that Profession. Defined by the Profession as required and details the key knowledge, skills, experience, and standards required for success in that specialism.



## Audience

All Employees

Profession + those demonstrating or aspiring to outside of the Profession.

No common COG (Corporate Operations Group) professional Competences.

Employees within that specialism

COG competencies at specialism level only.

## Five Levels of Professional Competence

Authority	Ensures we utilise our internally recognised Experts and externally recognised Authorities in the best way, to support DE&S delivery.
Expert	
Practitioner	Ensure the right level of stretch and recognition for consistent delivery in line with DE&S expectations.
Supervised Practitioner	Recognised these key steps on our employee's development journey
Awareness	

Level	Descriptor
<b>Authority</b>	Wide scope for personal autonomy and is recognised as a national or international expert, often called upon by others within industry for in-depth advice or guidance. Leads the development of competence standards across DE&S and industry; drives innovation and develops professional standards. Considers implications of events at international and national levels to inform strategic decision making within DE&S and shapes appropriate plans. Significant experience and leader within their profession. Develops levels of expertise within DE&S and actively supports industry development.
<b>Expert</b>	Applies competence independently across a broad range of business contexts, often covering unpredictable or complex issues, or situations without precedent. Develops original responses and solutions. Regarded as the expert and thought leader in competence area within DE&S, and is sought for their expert advice, guidance and leadership. Wide ranging and extensive practical experience and regarded as a role model for colleagues. Actively mentors or coaches to develop organisation-wide capability in competence area. Helps shape strategy or holds significant levels of authority for area.
<b>Practitioner</b>	Works unsupervised across a broader range of contexts through the detailed application of knowledge and experience, covering a range of subject areas and increased levels of complexity. Recognises the need to seek guidance or support for complex areas outside immediate level of experience. Has autonomy for a number of decisions in assigned or delegated areas and is likely to be responsible for selected outcomes. Likely to own elements of process, or team authority, and has the level of competence to provide support and guidance to develop others. Demonstrable professional experience, equivalent qualifications or certifications and is "licenced to practice".
<b>Supervised Practitioner</b>	Works under limited supervision for non-complex tasks in different contexts. Applies the competence under direct supervision for more complex work in narrower contexts. Work is checked for quality. May hold relevant qualifications or certifications and is "in-training"; developing competence across a broader range of contexts to meet the standards of an experienced practitioner.
<b>Awareness</b>	Basic level of awareness of the main principles and competence required to carry out day-to-day tasks, most of which are likely to be predictable or routine in nature. Work undertaken under guidance and activities checked in detail by supervisor. Basic level of training or knowledge; able to ask relevant and appropriate questions to test understanding.

## Business Ops - Conflict / People Management

Conflict Management is having the ability to limit the negative aspects of conflict while increasing the positive aspects of conflict to improve performance.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Identifies opportunities to work with and the importance of bringing in the services of organisations such as ACAS (the Advisory, Conciliation and Arbitration Service).</li> <li>▪ Actively promotes and encourages organisations to embrace best practice, learn from experience relating to issues and implement Policies and preventative strategies appropriately to safeguard the future.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Encourages and provides information to enable parties to evaluate their positions to help identify options. Shares their knowledge and expertise in an appropriate way, remaining independent and impartial with clear professional boundaries.</li> <li>▪ Accurately assess information provided by the parties and uses a range of in-depth questioning techniques.</li> <li>▪ Understands the 5 different conflict handling modes or styles e.g. competing, accommodating, avoiding, collaborating and compromising. And advises on these across the organisation.</li> <li>▪ Understands political, organisational and internal team politics relating to the situation.</li> <li>▪ Encourages positive conflict and debate and manages accordingly.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Succinctly establishes clear aims and manages all parties' expectations.</li> <li>▪ Demonstrates positive personal impact &amp; confidence to generate dialogue.</li> <li>▪ Uses a range of conflict handling styles and adapts accordingly.</li> <li>▪ Understands a range of perspectives, listens objectively and is consciously unbiased and remains neutral.</li> <li>▪ Achieves a desired outcome for the majority by negotiation; striving for a WIN/WIN situation.</li> <li>▪ Monitors and evaluates the situation once an agreed way forward has been agreed.</li> <li>▪ Take the emotion out and analyses what the problem/issue actually is.</li> <li>▪ Identify, understand and harness positive/negative conflict or stress to achieve an outcome</li> <li>▪ Has the ability and confidence to have an open conversation.</li> <li>▪ Understand own boundaries and identify if the need for escalation arises.</li> <li>▪ Addresses conflicts and views them as opportunities.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Be aware of conflict and stay calm.</li> <li>▪ Identifies situations needing intervention, escalates to appropriate personnel and observes/mediates conflict between individuals and groups.</li> <li>▪ Is objective, remains neutral and listens attentively.</li> <li>▪ Finds common ground and gets cooperation with minimum noise.</li> <li>▪ Reads situations quickly.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Identifies situations needing attention and escalates to appropriate personnel.</li> <li>▪ Be objective.</li> <li>▪ Can promote calm dialogue and cooperation.</li> <li>▪ Can act with integrity and honesty.</li> </ul>

## Business Ops - Customer Focus

Understand Customer needs and expectations to enable effective delivery and a continuous improvement approach to development of appropriate quality services. Take action to satisfy customer expectations.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Ensure the organisation works to resolve issues most important to customers.</li> <li>▪ Identify best practice and integrates into service provision.</li> <li>▪ Translates operational feedback into strategic improvement.</li> <li>▪ Forms strategic groups to ensure diverse approach to service improvement.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Act as a role model in approach to customer focus</li> <li>▪ Take time to establish underlying customer needs beyond those expressed initially.</li> <li>▪ Provide improvement processes to take account of complex long-term customer needs.</li> <li>▪ Create environment where team is empowered to put customer first.</li> <li>▪ Design and implement a system that records customer feedback and openly and efficiently communicates this.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Be available to customers through multiple routes.</li> <li>▪ Actively seek customer feedback and is able to act upon it. Identifying means of improvement.</li> <li>▪ Support in setting metrics.</li> <li>▪ Understand and interpret customer requirements, what they actually need.</li> <li>▪ Create service level agreements.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Make decisions based on customer needs consistently.</li> <li>▪ Analyse service delivery and provide solutions to improve.</li> <li>▪ Take pride in delivering a good service and seek to expand own skills.</li> <li>▪ Be open to customer feedback to improve own performance.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Identify and clarify individual customer needs.</li> <li>▪ Take ownership to solve customer problems.</li> <li>▪ Resolve customer enquiries promptly; seeking support only when appropriate (escalation).</li> <li>▪ Understand services and matches to customer needs.</li> <li>▪ Keep customer informed.</li> </ul>

## Business Ops - Problem Solving

The ability to anticipate, identify and define problems, determine root cause and develop and implement practical and timely solutions.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>Authority Level indicators not required for this technical competence.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>Seeks multiple perspectives to understand the breadth and depth of complex issues.</li> <li>Advises/Uses formal methodologies to forecast trends and produce strategies to solve organisation-wide problems.</li> <li>Considers the practical and political concerns associated with the implementation of solutions.</li> <li>Problem solves jointly with others to stimulate innovation/continuous improvement.</li> <li>Turns ambiguous or difficult situations into opportunities.</li> <li>Anticipates problem areas and associated risk levels with objective rationale.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>Clarifies ambiguous problems, questioning assumptions to reach a fuller understanding.</li> <li>Actively challenges the status quo to find new ways of doing things, looking for good practice.</li> <li>Seeks and incorporates diverse perspectives to help produce workable strategies to address complex issues.</li> <li>Initiates consultation on opportunities to improve work processes.</li> <li>Diagnoses problems using formal problem-solving tools and techniques from multiple angles and probes underlying issues to generate multiple potential solutions.</li> <li>Proactively anticipates and prevents problems.</li> <li>Devises, facilitates buy-in, makes recommendations, and guides implementation of corrective and/or preventive actions for complex issues.</li> <li>Identifies potential consequences and risk levels.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>Processes and distils a variety of information to understand a problem, including determining the potential causes of the problem.</li> <li>Applies problem-solving methodologies and tools to diagnose and proposes options for solutions to presented problems.</li> <li>Builds on the ideas of others to encourage creative problem solving.</li> <li>Thinks laterally about own work, considering different ways to approach problems.</li> <li>Seeks the opinions and experiences of others to understand different approaches to problem solving.</li> <li>Shows empathy and objectivity toward individuals involved in the issue.</li> <li>Analyses multiple alternatives, risks, and benefits for a range of potential solutions.</li> <li>Tackles difficult problems and takes prompt decisions to resolve them.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>Breaks down work issues, seeking further information if necessary.</li> <li>Provides workable solutions to solve immediate work problems.</li> <li>Makes suggestions and implements improvements to personal work processes.</li> <li>Actively supports new initiatives and tries different ways of doing things.</li> <li>Learns from others' experiences.</li> <li>Resolves problems and escalates issues appropriately with suggestions for further investigation and options for consideration as required.</li> <li>Takes account of the implications and risks of different options.</li> <li>Assesses situations objectively.</li> </ul>

## Business Ops - Strategic Thinking / Planning

Considers and understands own role and contribution in delivering organisational priorities and the bigger picture. Looks for patterns and relationships across differing and varied sources; continually develops clear strategies and plans for the future.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Develops an in-depth insight and identifies issues and implications on policies and programmes and legislation.</li> <li>▪ Thinks in long term time frames of 3 years plus when developing future focused ideas and strategies.</li> <li>▪ Works effectively with ambiguity and open ended-ness e.g. develops plans for different scenarios.</li> <li>▪ Identifies and considers the corporate risk arising from changing circumstances.</li> <li>▪ Demonstrates commercial awareness relevant to role.</li> <li>▪ Fully engages with and utilises wider Stakeholder experience and knowledge to support strategic decision making.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Thinks in medium term timeframes; 12 to 18 months, to develop ideas, strategies and plans.</li> <li>▪ Establishes and maintains a clear overview of all business plans, programmes and projects, making links across them to allocate resources effectively and efficiently.</li> <li>▪ Understands the impact of decisions on the wider business to problem solve and make decisions.</li> <li>▪ Explains corporate programmes and policies appropriately, understanding and addressing local needs and priorities. Demonstrates commercial awareness relevant to role.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Supports and champions a vision of the future and adapts accordingly.</li> <li>▪ Is open to and embraces change.</li> <li>▪ Is proactive, looks for opportunities to improve.</li> <li>▪ Anticipates the future and horizon scans.</li> <li>▪ Understands what is strategic within their own and team's context.</li> <li>▪ Understands the strategies and plans of Stakeholders and uses this knowledge to plan and deliver outcomes.</li> <li>▪ Provides vision to influence the strategic context and options to address strategic issues.</li> <li>▪ Contributes to and challenges existing strategies and business plans.</li> <li>▪ Ensures that the team are fully updated with relevant changes in standards, legislation, policies, systems and procedures.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Understands the strategies and plans of stakeholders; using this knowledge to plan and deliver relevant projects and services.</li> <li>▪ Identifies emerging developments in their area of expertise.</li> <li>▪ Understands DE&amp;S and/or Profession strategy and business plans and relevance to own work.</li> <li>▪ Considers the impact of own work across other areas and other teams.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Has a corporate overview e.g. understands how own Profession aligns with other areas of COG (Corporate Operations Group).</li> <li>▪ Can articulate clearly how own role helps to deliver DE&amp;S and/or Profession objectives</li> <li>▪ Takes the initiative to ask questions and find out more about DE&amp;S and/or the Profession.</li> </ul>

## Business Ops - Change Management

Understand the principles of Change Management and the importance of Change Management methodologies to enact long term sustainable business change and improvement.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Actively participate in cross government Change Management strategy and policy decisions.</li> <li>▪ Provide strategic advice and guidance on Change Management principles and their application across the defence enterprise.</li> <li>▪ Drive a holistic Change Management approach that can be embedded across government's operating culture, strategic policies and plans.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Embed Change Management methodologies into the business.</li> <li>▪ Determine Change Management needs in line with business needs and strategic direction.</li> <li>▪ Influence senior leadership in terms of effective Change Management.</li> <li>▪ Generates change Management strategies to deliver business benefit.</li> <li>▪ Empowers others to seek continuous improvement in all aspects of the business.</li> <li>▪ Actively uses knowledge and experience to engender effective Change Management principles.</li> <li>▪ Understands and drives effective measurement of change.</li> <li>▪ Supports the definition of Change Management roles and responsibilities within the organisation.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Understands and can articulate Change Management methodologies to lead or guide a change programme.</li> <li>▪ Understands the neuroscience of change.</li> <li>▪ Influences Leaders in the need for effective Change Management principles.</li> <li>▪ Assesses change business readiness and adopt course corrections where necessary.</li> <li>▪ Communicates change principles; develop change comms strategy and plan.</li> <li>▪ Develop plans in response to change impact assessments.</li> <li>▪ Creates vision and case for change.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Understands Change Management principles.</li> <li>▪ Supports Change Readiness assessments.</li> <li>▪ Is cognisant of the neuroscience of Change Management.</li> <li>▪ Support development of Change communications strategy and plan.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Is cognisant of basic Change Management principles.</li> <li>▪ Can articulate in basic terms the need for effective Change Management.</li> </ul>

## Business Ops - Organisational Learning

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ External influencer on L&amp;D (Learning &amp; development) Strategy across other industries.</li> <li>▪ Acts upon Industry best practice and applies internally within DE&amp;S.</li> <li>▪ Conduct high quality public speaking at training related events.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Can conduct research and recommend best practice approach to learning interventions.</li> <li>▪ Support and coach/mentor of senior leaders.</li> <li>▪ Facilitate executive leadership learning events.</li> <li>▪ LNA (Learning Needs Analysis) across organisation's needs (future needs).</li> <li>▪ Champion the business case for Learning and Development investment, continually checking the strategy, third party contracts and infrastructure is flexible to the evolving organisation environment.</li> <li>▪ Engage with senior stakeholders to understand organisational learning needs.</li> <li>▪ Develop the practitioner skills in others.</li> <li>▪ Lead the Learning and Development agenda with passion to inspire creation of a culture that encourages individual and organisational learning.</li> <li>▪ Coach and challenge senior leaders to have straightforward conversations with people about the organisational development needs.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Conduct appropriate Learning Need Analysis with stakeholders.</li> <li>▪ Utilise different delivery methods depending on learning needs, audience, technology.</li> <li>▪ Leverage different tools to assess people or develop people.</li> <li>▪ Design learning materials to address learning, need recognising relevant sources of information to support learning integrating blending learning.</li> <li>▪ Consult stakeholders and test the development of content.</li> <li>▪ Program manage learning interventions.</li> <li>▪ Delivery of learning and training programmes and adapt delivery style to audience.</li> <li>▪ Analyse and act upon the feedback received from delegates or training recipients, to ensure training materials are relevant, current and fit for purpose at all times.</li> <li>▪ Develop robust measurable business case for learning and development initiatives continually seek ways to improve learning activity.</li> <li>▪ Gather and create meaningful data to assess and make decisions from.</li> <li>▪ Support and coach/mentor managers to build leadership competence.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Make recommendations for continuous improvement (with Practitioner approval) educations, consolidate data for discussions, consult stakeholders.</li> <li>▪ Conduct appropriate Learning Need Analysis with stakeholders.</li> <li>▪ Utilise different delivery methods depending on learning needs, audience, technology.</li> <li>▪ Leverage different tools to assess people or develop people.</li> <li>▪ Design learning materials to address learning need, recognising relevant sources of information to support learning integrating blending learning allowing for improvement from feedback from others.</li> <li>▪ Consult stakeholders and test the development of content.</li> <li>▪ Can program manage learning interventions.</li> <li>▪ Support the delivery of learning and training programmes and adapt delivery style to audience.</li> <li>▪ Facilitate internal learning events, workshops with feedback provided by observers of co-presenters.</li> <li>▪ Capture and analyse data acting upon the feedback received from delegates or training recipients, to ensure training materials are relevant, current and fit for purpose at all times.</li> <li>▪ Support employees in assessing their strengths and development needs.</li> </ul>

## Awareness

- Leverage different tools to assess people or develop people.
- Design learning materials to address learning need recognising relevant sources of information to support learning integrating blending learning allowing for improvement from feedback from others.
- Consult stakeholders and test the development of content.
- Can program manage learning interventions.
- Support the delivery of learning and training programmes and adapt delivery style to audience.
- Facilitate internal learning events, workshops with feedback provided by observers of co-presenters.
- Capture and analyse data acting upon the feedback received from delegates or training recipients, to ensure training materials are relevant, current and fit for purpose at all times.
- Support employees in assessing their strengths and development needs.

## Comms, Media & Mktg - Campaigns and Marketing

Level	Descriptors
Expert	<ul style="list-style-type: none"> <li>▪ Draw on behavioural insights to provide strategic advice to ministers and policy colleagues on campaigns.</li> <li>▪ Understand the extent of the role communication can play in supporting behaviour change, and the benefits/risks of alternative approaches (such as legislation).</li> <li>▪ Demonstrate robust knowledge of the industry, media and wider communication and marketing landscape. Draw on this expertise to deliver innovative campaign strategies and provide recommendations to ministers and policy colleagues.</li> <li>▪ Successfully direct and oversee implementation of high-value, multi-audience campaigns to meet organisational objectives.</li> <li>▪ Assess the impact of campaigns across a range of measures including output, out take, outcome and return on investment. Identify recommendations for future campaigns.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Develop a strong understanding of customer/audience insights and how these can drive behaviour change.</li> <li>▪ Develop an integrated campaigns approach, ensuring owned/ earned/bought channels work together to achieve communication objectives.</li> <li>▪ Construct marketing briefs and tendering documents to an agreed standard, applying rigour and robust financial management throughout.</li> <li>▪ Manage the delivery of campaign plans, including deploying resources and integrating solutions.</li> <li>▪ Manage and deliver the evaluation of all campaign plans, including defining clear metrics that relate to measurable communication and policy/ business outcomes.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Develops a strong understanding of customer/audience insights and how these can drive behaviour change.</li> <li>▪ Produces an integrated campaigns approach, ensuring owned/ earned/bought channels work together to achieve communication objectives.</li> <li>▪ Constructs marketing briefs and tendering documents to an agreed standard, applying rigour and robust financial management throughout.</li> <li>▪ Manages the delivery of campaign plans, including deploying resources and integrating solutions.</li> <li>▪ Leads the delivery, as well as the evaluation of all campaign plans, including defining clear metrics that relate to measurable communication and policy/ business outcomes.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Interpret quantitative and qualitative data to identify stakeholder and audience insights.</li> <li>▪ Advise on appropriate use of different channels for campaigns, ensuring an integrated approach and using digital technologies to full potential.</li> <li>▪ Manage the logistics and support delivery of marketing implementation.</li> <li>▪ Advise on, monitor, summarise and provide analysis of campaign effectiveness indicators (e.g. partner opinion).</li> </ul>

## Comms, Media & Mktg - Creative - Photography

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>Be a lead point of contact for photography advice in Defence.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>Work as part of a modern team delivering effective, timely and relevant communications in support of internal messaging or to help inform the general public of Defence messaging.</li> <li>Apply MoD (Ministry of Defence) procedures for archival to the relevant authority and provide picture management for meta-data and data protection.</li> <li>Work with the customer or planning team to review task requests using insight and evaluation of previous photographic activities to recommend potential outputs.</li> <li>Ability to work alone. Interpret a brief and produce a video package that can be published to fulfil the brief.</li> <li>Fully storyboard and schedule your production.</li> <li>Capture video material including interviews and other relevant footage.</li> <li>Edit multiple source video contents using sound and video mixing techniques to broadcast standard.</li> <li>Create files suitable for use on various platforms as required by the customer.</li> <li>Provide advice to the wider MoD on best practice, and solutions for photographic or video production techniques.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>Have a high level of understanding and the ability to use editing software such as Photoshop to adjust images to meet technical output requirements.</li> <li>Capture images of the highest professional quality for publications, PR, display and online.</li> <li>Develop scenes using light and colour; use it to enhance the output.</li> <li>Plan a task, including transport, accommodation and health and safety for on site or in the field to ensure that resources are used to best effect.</li> </ul>
Supervised Practitioner	
Awareness	<ul style="list-style-type: none"> <li>Photography of basic subjects such as bio portraits, record general images of unrehearsed action.</li> <li>Ability to use image editing software for still photography and can undertake retouching and adjustments including cropping, contrast, levels, colour and file information.</li> <li>Understanding of how to use metadata in images.</li> <li>Apply correct naming conventions and follow MoD guidance when archiving photographs.</li> <li>Basic edit techniques to 'top and tail' video clips, edit and assemble shots for rushes packages under direction.</li> <li>Provide advice and support to studio managers on task planning.</li> </ul>

## Comms, Media & Mktg - Digital

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>Provide advice, guidance and consultation on digital communications principles across the wider MoD (Ministry of defence), OGDs (Other Government Departments), Academia, Industry and International partners.</li> <li>Advise professional bodies on the principles and application of digital communications.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>Demonstrate a deep understanding of the digital landscape and emerging trends. Apply this knowledge to lead the content development strategy and to identify and develop digital channels.</li> <li>Reflect user needs back to the organisation to ensure content and services are designed with a user and citizen focus.</li> <li>Lead on the use of digital and social media to engage and involve citizens, staff and all other partners to encourage community participation.</li> <li>Lead the development and implementation of digital content management strategy.</li> <li>Ensure effective monitoring of, listening to and action on feedback from users, clients and partners of digital products and services.</li> <li>Ensure digital and social media expertise and skills are shared across the Communications team and wider department to build organisational capability.</li> <li>Understand the legal aspects of digital marketing and the impact on digital channels within the organisation.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>Use analytical tools and techniques to identify key online influencers and links between partner groups to better target digital communication.</li> <li>Provide advice on appropriate digital channels to reach target audiences. Research where target audiences are active, including online partnership networks.</li> <li>Be an advocate for digital engagement and social media and share expertise to build capability across communication teams and the wider Department.</li> <li>Develop innovative digital communication strategies. Draw on knowledge of emerging trends in digital services and social media and apply this knowledge when developing content and channels.</li> <li>Assess the effectiveness of digital communication. Use the results of user feedback, tests/pilots and effectiveness indicators to improve digital communication and the user experience.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>Build audience insight using appropriate tools to monitor content and listen to conversations on key external digital channels, including social media.</li> <li>Manage online events including podcast, live chats, broadcasts, blogs and Tweets.</li> <li>Edit, revise and optimise copy and content according to latest search engine optimisation best practice, for use/re-use in digital channels.</li> <li>Gather and analyse evidence to understand user needs and appetite for digital products.</li> <li>Demonstrate a practical understanding of emerging digital services, tools and trends, including techniques for optimising digital content.</li> <li>Actively engage with partners in online networks.</li> <li>Advise on, monitor, summarise and provide analysis of effectiveness indicators for digital communication.</li> <li>Demonstrate a practical understanding of emerging digital services, tools and trends, including techniques for optimising digital content.</li> <li>Actively engage with partners in online networks.</li> <li>Advise on, monitor, summarise and provide analysis of effectiveness indicators for digital communication</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>Demonstrate an understanding of the different digital and social media channels and how these can be used to address different audiences at different times. Create content appropriate to different digital channels and audiences.</li> <li>Demonstrate an understanding of accessibility and usability and branding (e.g. tone of voice) issues and can create content that meets accessibility requirements.</li> <li>Support the delivery of online events including podcasts, live chats, broadcasts, blogs and Monitor and summarise digital communications metrics.</li> </ul>

## Comms, Media & Mktg - Internal Communication

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Set the standard for communications in DE&amp;S, working collaboratively across Defence and OGDs, identifying trends and implementing best practice.</li> <li>▪ Work with the ExCo (Executive Committee), providing advice, guidance and consultation on communications priorities to support achievement of our OGSM (Objectives, Goals, Strategies &amp; Measures).</li> <li>▪ Defining or applying a consistent approach to communication and maintaining professional and ethical standards.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Draw on organisational insight to advise leaders on targeted employee communication strategies and actions to improve employee engagement.</li> <li>▪ Demonstrate a robust knowledge of internal communication best practice. Draw on this expertise to provide recommendations to organisational leaders on communicating the change agenda.</li> <li>▪ Ensure the organisational infrastructure (tools, channels and processes) is in place to deliver high-quality and creative internal communication.</li> <li>▪ Provide support and guidance to leaders in the delivery of internal communication. Coach leaders on their communication style and on how to engage and build dialogue with staff.</li> <li>▪ Ensure consistency of voice and message across all internal channels.</li> <li>▪ Lead internal communication planning and provide timely advice to stakeholders/customers.</li> <li>▪ Use the results from internal communication surveys and other feedback sources to advise leaders on the overall internal communication approach.</li> <li>▪ Have cross Profession awareness - understanding the different contributions from other disciplines and working with colleagues from across the organisation to achieve better results.</li> <li>▪ Be innovative and creative looking for new ways of working, exploring best practice and delivering original and imaginative approaches to communication problems.</li> <li>▪ Recommending appropriate solutions to customers; helping others to make informed decisions</li> <li>▪ Have a clear understanding of the business issues and use communications to help solve organisational problems and achieve organisational objectives.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Analyse and segment internal audiences to target communication effectively.</li> <li>▪ Develop a strong understanding of different internal audiences. Use this knowledge to ensure the tone, language and format of internal communication is easily accessible to and read by a range of staff groups.</li> <li>▪ Draw on audience insight to develop innovative internal communication strategies, selecting the most appropriate channel mix and ensuring content is both topical and timely.</li> <li>▪ Establish two-way and face-to-face communication channels where possible to build employee engagement. Reinforce these channels during organisational change.</li> <li>▪ Manage and co-ordinate all activity in internal communication plans, including resourcing and managing risks.</li> <li>▪ Provide support and clarification to managers to ensure they are confident in delivering key messages and to strengthen the internal communication cascade.</li> <li>▪ Assess the effectiveness of internal communication and act on staff feedback to ensure communication is timely, relevant and meets the needs of the business and internal audiences.</li> <li>▪ Conduct analysis of employee engagement data.</li> <li>▪ Explore employee engagement data to understand the context for internal communication, identify challenges and barriers and suggest actions for improvement.</li> <li>▪ Develop other communicators - build their communications competence and develop their careers.</li> <li>▪ Building effective relationships - Developing and maintaining relationships that inspire trust and respect.</li> <li>▪ Build a network and being able to influence others to make things happen.</li> </ul>

Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Understand the range of employee insight sources (both quantitative and qualitative) available within the organisation.</li> <li>▪ Gather insight on staff communication usage, needs and preferences. Use these data to inform selection of internal communication channels.</li> <li>▪ Demonstrate a practical understanding of organisational Professions, roles and communication requirements, to enable the design of contextualised and tailored content for internal audiences.</li> <li>▪ Support the delivery of internal communication content and staff events, ensuring products are delivered to a high quality.</li> <li>▪ Align internal communication to DE&amp;S strategy and organisational priorities.</li> <li>▪ Advise on, analyse and support the implementation of feedback mechanisms (quantitative and qualitative) to measure employee engagement and the effectiveness of internal communication.</li> <li>▪ Understanding and application of DE&amp;S Brand and Tone of Voice principles.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Familiar with DE&amp;S (Defence Equipment &amp; Support) Brand and Tone of Voice and apply principles</li> <li>▪ Drafting content and developing design options.</li> <li>▪ Understand the channel mix and which would work best in different circumstances.</li> <li>▪ Understand the different communication disciplines and how they complement each other in meeting customer requirements.</li> <li>▪ Conducting research and managing mechanisms for gathering feedback and employee reaction.</li> </ul>

## Comms, Media & Mktg - Press and Media

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Set the standard for external communications across the organisation and is recognised as an expert in their field.</li> <li>▪ Influence key stakeholders across DE&amp;S, MoD and industry, including senior executives, military leaders and Ministers to inform strategic decision making.</li> <li>▪ Lead an external communications strategy which shapes the media agenda and sets out clear objectives for the organisation.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Maintain a thorough and in-depth understanding of the news agenda and maintain the ability to interpret the factors that which will affect this agenda.</li> <li>▪ Demonstrate a robust knowledge of the media landscape and draw on this expertise to develop innovative and proactive media strategies. Advise on media actions at a senior level, including Ministers and key military leaders and support teams to develop campaigns. Influence the media agenda through proactive forward planning. Develop strategies to protect and improve corporate and government reputation.</li> <li>▪ Actively oversee high-profile, sensitive, high-risk subjects and media events and manage contacts with lead journalists whilst displaying clear, authoritative and sensitive spokesperson.</li> <li>▪ Lead the media planning and advice in crisis scenarios and manage the team of media officers in developing the crisis response strategy. Including the development of an out of hours strategy.</li> <li>▪ Evaluate impact to shape direction of future media campaigns and lead on the implementation of best practice across the media office.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Work unsupervised to initiate and lead the development of both reactive and proactive, integrated media campaigns and announcements that feed into the wider external communications and departmental objectives.</li> <li>▪ Work constructively with policy colleagues, project teams, front line commands and ministerial offices to gain insight on a range of departmental issues.</li> <li>▪ Handle high-profile and sensitive media issues, including those that emerge out of hours. Adhere to confidentiality and provide a clear, trusted brief to media and other partners.</li> <li>▪ Demonstrate strong editing and writing skills to ensure quality and timely press releases, rebuttals, briefings and lines to take in response to proactive and reactive media stories.</li> <li>▪ Analyse media monitoring results to assess the effectiveness of media strategies and inform future proactive and reactive media campaigns. Competently develop evaluation reports that feed into this monitoring.</li> <li>▪ Understand how to optimise audience reach through a range of media channels. Display clear knowledge on how to positively maximise the outputs of the media team, including developing and nurturing excellent relationships with media contacts.</li> </ul>

Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Develop agreed media materials, including press releases, briefing documents and lines to take to support media announcements and reactive media enquiries.</li> <li>▪ Maintain and develop relationships across the organisation and within the wider communications team to stay aware of departmental issues and contribute to the overall media strategy.</li> <li>▪ Work closely with the external media team to monitor the daily news agenda on an international, national and regional scale and write competent summaries to inform the department.</li> <li>▪ Assist the media team in the delivery of media events and announcements, demonstrating an understanding of media including the importance of deadlines, audiences and the media cycle.</li> <li>▪ Demonstrate a sound understanding of the media landscape and emerging news events. Understand different media channels and how to utilise them effectively to obtain the required output.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Maintain an awareness of the news agenda and emerging news events.</li> <li>▪ Demonstrate an understanding of how print, broadcast and digital media operate.</li> <li>▪ Suggest opportunities for stories and case studies that support communication and business/policy objectives.</li> <li>▪ Have a broad understanding of the range of media channels utilised across the department and how they are used to communicate.</li> <li>▪ Understand the DE&amp;S brand and our tone of voice.</li> </ul>

## Exec Support - Professional Communications

Level	Descriptors
Authority	
Expert	<ul style="list-style-type: none"> <li>▪ An expert user of MS Office applications (or equivalents) and is able to select from a wide range of communication tools to deliver outputs in support of the Principal.</li> <li>▪ Produce text and other outputs with outstanding speed and accuracy and ensure that normal and priority tasks are properly resourced to meet Principal's needs.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ An experienced user of MS Word and other MS Office tools (or equivalents) and is able to apply knowledge in direct support of the Principal.</li> <li>▪ Is able to select the most appropriate communication channel, considering available resources.</li> <li>▪ Produce text and other documents with high speed and accuracy, responding to urgent requirements without difficulty.</li> <li>▪ Can contribute own ideas when appropriate and respond effectively to challenge.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Proficient in grammar, spelling and punctuation.</li> <li>▪ Produce text and other outputs with reasonable speed and accuracy with consideration of the intended audience.</li> <li>▪ Proficient in application of JSP 101.</li> <li>▪ Can express ideas clearly and with respect for others.</li> <li>▪ Is able to produce clear and concise meeting minutes and actions points.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Proficient in a range of applications such as MS Word (or equivalents).</li> <li>▪ Knowledge of a range of available communication methods (written/ verbal) and channels (virtual/face-to-face).</li> <li>▪ Familiar with JSP 101 Defence Writing Guide.</li> <li>▪ Produces text and other outputs with reasonable speed and accuracy.</li> <li>▪ Understand the needs of Principal and other stakeholders to select the most appropriate method of communication.</li> <li>▪ Understand the importance of meeting minutes and can effectively record these on behalf of the Principal.</li> </ul>

## Exec Support - Relationship Building and Networking

Level	Descriptors Relationship Building	Descriptors Networking
Authority	<ul style="list-style-type: none"> <li>▪ Demonstrate a diverse, inclusive, and collaborative working culture which encourages open approach and is supportive of Management decisions, however challenging.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create and promote collaborative spaces for meeting lunches and events for the EA (Executive Assistant) Network and beyond.</li> <li>▪ Hold training days and seminars to support EA Network.</li> <li>▪ Speak and share information about EA Network and the value it brings to the business at an event or conference due to experience and knowledge and possibly own research.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Be a trusted colleague and is taken into people's confidence to discuss and advise on sensitive issues.</li> <li>▪ Manage emotions in the face of stress to maintain efficiency.</li> <li>▪ Be self-aware and able to adjust to various situations.</li> <li>▪ Demonstrate social responsibility and self-control.</li> <li>▪ Demonstrate a high level of inter and intrapersonal skills and supportiveness.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Become well known in Specialism for signposting regularly and adept at using internal and external networks for business and social.</li> <li>▪ Be an EA Buddy.</li> <li>▪ Fosters working environment where all personal feel comfortable and welcome.</li> <li>▪ Through knowledge of the business, knows who to approach and when for briefings and other information. Shares useful information regularly with EA Network.</li> <li>▪ Provide help and support to build confidence with junior colleagues and those new to the organisation.</li> <li>▪ Work outside ones' comfort zone, is comfortable and able to adapt to supporting another Principal in colleagues' absence.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Has a thorough knowledge of the business and knows who to approach for information.</li> <li>▪ Meet/contact network regularly, to draw on and shared knowledge.</li> <li>▪ Promote standards of best behaviour.</li> <li>▪ Be calm and level-headed.</li> <li>▪ Have an understanding of inter and intrapersonal skills.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regularly meet with people in MoD network and actively arrange meetings to enhance and build relationships.</li> <li>▪ Proactively seek how to build knowledge i.e. meeting with teams - F2F briefs.</li> <li>▪ Develop and improve the EA Network.</li> <li>▪ Actively complete tasks to build network for added value to business and social benefits.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Be aware of the need for confidentiality in dealing with aspects of Principal's business.</li> <li>▪ Initiate contact with other assistants to build personal network.</li> <li>▪ Promote a working environment that values dignity, respect and fairness.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attend EA Network Events without being accompanied, with occasional reminders from People Coaches.</li> <li>▪ Initiate contact with other EA's to build a personal network.</li> <li>▪ Follow instruction on when to contact and who to contact to complete business tasks.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Be the first point of contact between Principal and others to ensure good communication and image.</li> <li>▪ Deal confidently with a wide range of people.</li> <li>▪ Interact and communicate with colleagues and key stakeholders.</li> <li>▪ Foster a working environment where all personnel feel comfortable and welcome.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attend EA Network Events as part of induction process accompanied by buddy for introductions etc.</li> <li>▪ Build trust and be open and honest.</li> <li>▪ Demonstrates assertiveness to build strong working relationships with colleagues.</li> <li>▪ Have an awareness of the network events available in EA role and MoD wide (via, intranet and HR (Human Resources) reference documents).</li> </ul>



# Exec Support - Supporting the Principal

## Secretarial Profession Competencies Framework

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Fully represents the Principal in dealing with others and is regarded as an authority.</li> <li>▪ Can provide cover for senior members of staff for extended periods of time.</li> <li>▪ Is well known and has a solid reputation within the Profession/Specialism, has likely to have worked for five years and above in MoD EA role.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ In Principal's/MA/COS absence has the power to take decisions when out of office.</li> <li>▪ Is regarded as an expert in the business area, anticipates requirements for briefing and other information, and can contribute to it through personal expertise and knowledge.</li> <li>▪ Is a trusted colleague of the Principal and is taken into their confidence to discuss and advise on sensitive issues.</li> <li>▪ Manages Principal's time expertly and with autonomy is able to respond immediately to changes and anticipates problems before they arise, devising solutions to meet them.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Acts as an authoritative interface and first point of contact between Principal and others, ensuring good communication and image, confident and able to advise on a course of action in Principal's absence.</li> <li>▪ Has a high level of discretion and can be relied upon to maintain the confidentiality of sensitive issues.</li> <li>▪ Manage Principal's time efficiently and responds quickly to events and changing priorities whilst considering the wider impact.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Follow Principal's instructions to compile information using understanding of requirements and knowledge of the business.</li> <li>▪ Manage Principal's time efficiently responding to changing priorities as required.</li> <li>▪ Maintains confidentiality when dealing with a wide range of issues.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ First point of contact between Principal and others to ensure good communication and image.</li> <li>▪ Deal confidently with wide range of people.</li> <li>▪ Understand the need for confidentiality in dealing with aspects of Principal's business and priorities.</li> </ul>

## Exec Support - Administrative Support

Effective administrative support underpins the wider range of services secretarial professionals deliver on behalf of the Principal.

Level	Descriptors
Authority	
Expert	
Practitioner	
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Deal confidently with requests on behalf of the Principal, providing advice and guidance, escalating to more senior colleagues where appropriate.</li> <li>▪ Work with autonomy to resolve a range of administrative issues by using appropriate sources of information.</li> <li>▪ Manage correspondence and communicate information to appropriate stakeholders on behalf of the Principal.</li> <li>▪ Adept at prioritising workload and flexible when priorities change; including awareness of how outputs contribute to wider business activities.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Can answer or redirect enquiries as appropriate on behalf of the Principal.</li> <li>▪ Keep Principal and other stakeholders up to date with progress.</li> <li>▪ Can work effectively with colleagues and other team members.</li> <li>▪ Adequate at prioritising workload and is flexible when prioritising change.</li> </ul>

## Exec Support - Office Management

Secretarial Competencies Framework - Managing the Principal's office requires providing proficient support and putting in place efficient and effective procedures to enable a smooth-running outer office.

Level	Descriptors
Authority	
Expert	
Practitioner	
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Plan and anticipate office requirements in line with the Principal's schedule.</li> <li>▪ Develop office procedures to enable efficient ways of working.</li> <li>▪ Can adequately brief Principal in advance of meetings; including compiling clear, comprehensive papers packs.</li> <li>▪ Collaborate to provide support more widely to other team members (as and when workload permits) to ensure a smooth-running outer office.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Understand the Principal's logistical requirements to maintain a smooth-running outer office (e.g., provision of hard copy materials, preparation of meeting rooms, monitoring postal mail, and replenishing stationery/office consumables as required).</li> <li>▪ Knowledge of departmental policies and processes in support of office management.</li> </ul>

## Exec Support - Diary Management

Secretarial Competencies Framework - Good diary management is managing the Principal's time effectively and to ensure they are in the right place at the right time.

Level	Descriptors
Authority	
Expert	
Practitioner	
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Able to effectively manage and review diary schedules; anticipating problems before they arise and devise solutions to meet them.</li> <li>▪ Can respond quickly to events and changing priorities by rescheduling commitments, considering the wider impact.</li> <li>▪ Develop procedures to create and review personal tasks and appointments of the Principal.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Manage Principal's time commitments through use of MS Outlook and other diary management systems if required.</li> <li>▪ Apply procedures to view, retrieve, and update the Principal's diary.</li> <li>▪ Able to select from a range of options to determine an appropriate meeting time, format, and location when scheduling appointments. Is able to arrange appropriate meeting rooms as required.</li> <li>▪ Knowledge of preferences of the Principal to be able to customise diary entries (including size, shape, layout, etc.) appropriately.</li> </ul>

## Exec Support - Travel Management

Secretarial Competencies Framework - Effective and efficient travel management is having the knowledge and the ability to undertake complex travel arrangements with consideration to policy, process, value-for-money, and the Principal's requirements and time.

Level	Descriptors
Authority	
Expert	
Practitioner	
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Respond to short notice changes to travel arrangements, ensuring that costs are kept to a minimum and stakeholders are kept informed of the changes.</li> <li>▪ Can anticipate potential problems associated with travel plans and prepares fall back plans.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Keep Principal informed of travel plans; consult and coordinate to align with requirements.</li> <li>▪ Knowledge of value for money guidelines associated with business related travel and accommodation.</li> <li>▪ Knowledge of Defence travel policy, rules, and regulations.</li> <li>▪ Awareness of online tools and resources associated with arranging business travel.</li> </ul>

## Exec Support - Computer/Technical Skills

Secretarial Competencies Framework - This competence covers the IT skills and knowledge required to enable an individual to undertake a secretarial role to the best of their ability.

Level	Descriptors
Authority	
Expert	
Practitioner	
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Able to exploit collaborative IT applications (e.g., OneDrive, SharePoint, OneNote) to share information and enable efficient ways of working in support of the Principal.</li> <li>▪ Where the role requires, is able to create and maintain shared workspaces and/or websites.</li> <li>▪ Can work autonomously to make amendments and/or redactions to electronic documents on behalf of the Principal.</li> <li>▪ Able to effectively manage MS Outlook delegations to oversee multiple email accounts (including multiuser inboxes) as required.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Proficient in the use of MS Teams and Outlook to communicate and update the Principal and other relevant stakeholders.</li> <li>▪ Knowledge of a range of IT applications available from the O365 suite (e.g. Word, PowerPoint, Excel).</li> <li>▪ Can arrange provision of technical equipment (e.g., audio conference speakerphone, Polycom, VTC etc.) to support Principal's meetings.</li> </ul>

## Exec Support - Information Management

Secretarial Competencies Framework - Secretarial professionals must understand the importance of effective information management to be able to effectively monitor and handle information on behalf of the Principal.

Level	Descriptors
Authority	
Expert	
Practitioner	
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Is able to take ownership to make decisions as appropriate regarding the Principal’s information flow.</li> <li>▪ Proficient at effectively maintaining the information on behalf of the Principal including filing, archiving emails and deleting/rationalising where appropriate.</li> <li>▪ Can handle information requests and retrieve documentation on behalf of Principal.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Understand and monitor information including electronic and hard copy documentation on behalf of the Principal.</li> <li>▪ Proficient in the use of email naming protocol and security classification.</li> <li>▪ Knowledge of file naming conventions and procedures associated with document storage and retrieval.</li> <li>▪ Knowledge and understanding of the proper storage/recording document security, including awareness of JSP 441 - Information, Knowledge, Digital and Data in Defence.</li> </ul>

## Infra & Estates - Compliance

All property professionals must understand and comply with the statutory and non-statutory requirements arising from legislation, case law, codes of practice and professional standards which affect their specific areas of specialism. For some disciplines, roles, deep knowledge of certain legislation is essential, such as Landlord & Tenant, Health & Safety, Construction Design Management Regs, etc.

Level	Descriptors
Authority	

Expert	<ul style="list-style-type: none"> <li>▪ Understand the role of judicial system, regulators and professional representative bodies and can communicate this to colleagues and senior stakeholders.</li> <li>▪ Champion at a strategic level the importance of the legal context in which the organisation will function and ensuring the organisation complies with the necessary requirements.</li> <li>▪ Ensure their professional staff are supported to understand and meet legal requirements.</li> <li>▪ Establish and work in accordance with appropriate quality assurance procedures.</li> <li>▪ Critically evaluate weaknesses and/or limitations in existing or proposed standards, laws or regulations and making recommendations for improvements.</li> <li>▪ Actively contribute to work to revise standards, laws and regulations.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Exhibit the appropriate professional authority and credibility to ensure acceptance of recommendations/proposals from colleagues and stakeholders.</li> <li>▪ Ensure delivery outcomes are in accordance with relevant legal framework and professional standards.</li> <li>▪ Communicate clearly and accurately to colleagues and stakeholders current and relevant statute and case law underpinning the areas of specialism.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Be conversant with a range of statute and case law underpinning the particular area of specialism.</li> <li>▪ Show detailed understanding and knowledge of appropriate Codes of Practice and ensuring delivery outcomes are in accordance with relevant professional standards.</li> <li>▪ Act as a role model for colleagues in the interpretation of legislation, professional standards and codes, and challenging bad practice.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Understand the purpose of the organisation in which they work and the legal environment in which they operate.</li> <li>▪ Develop an awareness of the specific statute and case law governing their specific area of work.</li> <li>▪ Show an awareness of the relevant professional standards for their area of work and behaving accordingly.</li> <li>▪ Understand clearly the limit of knowledge and when to seek advice.</li> </ul>

## Infra & Estates - Data Analysis

A property professional must combine their knowledge of technical, legal requirements with their understanding of market behaviour in order to interpret the commercial and economic environment. They must demonstrate an ability to apply their professional expertise to analyse, evaluate and interpret varied sources of evidence in order to reach sound conclusions supporting ministerial and operational.

Level	Descriptors
Authority	
Expert	<ul style="list-style-type: none"> <li>▪ Take a strategic view of the professional/technical work of the organisation and linking this clearly to Departmental/Ministerial priorities.</li> <li>▪ Provide clear leadership and taking professional accountability on major projects, portfolios and programmes.</li> <li>▪ Maintain strategic oversight over a number of interacting or dependant policies, programmes or operational activities.</li> <li>▪ Communicate complex data to senior audiences.</li> <li>▪ Manage complex risks, making recommendations/decisions, and acting as the formal sign-off authority for major pieces of work.</li> <li>▪ Support and develop others to sustain and build their analytical expertise.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Take responsibility for the options and recommendations arising in order to provide professional credibility and authority.</li> <li>▪ Ensure the accuracy of data and information by applying appropriate industry/best practice benchmarks.</li> <li>▪ Interpret and communicate clearly to senior stakeholders diverse and detailed information from a wide range of sources.</li> <li>▪ Contribute to the development of methodologies and analytical tools across the area of specialism thereby improving techniques and gaining the confidence of colleagues and stakeholders.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Display a detailed understanding of the underpinning methodologies, contextual factors and legal environment from which the data is drawn.</li> <li>▪ collect and review significant complex national or industry land and property information from a wide range of sources in order to assess its completeness, accuracy and impact.</li> <li>▪ Interpret and present clearly to colleagues and stakeholders diverse and detailed information from a wide range of sources and making reasoned recommendations.</li> <li>▪ Identify options for action, providing an evaluation of options and making reasoned decisions.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Have an appreciation of the purpose to which data is to be put and the wider context of their work within government.</li> <li>▪ Accurately collate relevant technical data and information drawn from a wide range of sources.</li> <li>▪ Exhibit proficiency in the use of data analysis tools and methodologies.</li> <li>▪ Research issues through appropriate media/resources, such as in-house databases, external data sources, internet, journals etc.</li> <li>▪ Undertake appropriate training to develop and improve data analysis knowledge.</li> </ul>

## Infra & Estates - Government Property Profession

Property professionals must demonstrate a personal and professional commitment by actively participating in and promoting professional development activities for their own and others' development. This includes engagement with internal and external networks to share professional knowledge and promote the role of the Government Property Profession within the Civil Service.

Level	Descriptors
Authority	

Expert	<ul style="list-style-type: none"> <li>▪ Champion professionalism both within and outside the civil service.</li> <li>▪ Seize opportunities to increase awareness and influence of the GPP within and outside the civil service.</li> <li>▪ Work to support the policies and practices of the GPP within their organisations to improve skills and raise capability.</li> <li>▪ Develop and support talent management within the profession by encouraging and mentoring individuals in their professional development.</li> <li>▪ Create an organisational culture so that professional development is valued and supported.</li> <li>▪ Understand and facilitate links across government at a strategic level on emerging property policies.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Represent positively the civil service and the GPP within their own particular professional institutes and to external bodies and networks.</li> <li>▪ Champion professional development for themselves and for their staff and the wider GPP membership by undertaking mentoring/teaching/tutoring roles.</li> <li>▪ Act as supervisors or counsellors in graduate or apprenticeship schemes.</li> <li>▪ Promote a culture of professionalism, including professional ethics within the organisation.</li> <li>▪ Play an active role in developing talent within the profession and supporting secondments/postings between organisations to meet wider civil service needs.</li> <li>▪ Lead or actively support cross-government professional networks or communities in their discipline.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Seek opportunities for expanding knowledge of their professional area through CPD (Continuous Professional Development) learning.</li> <li>▪ Provide mentoring and assistance to colleagues for their Continuing Professional Development.</li> <li>▪ Present to other colleagues on their team's activities and sharing knowledge.</li> <li>▪ Develop and maintaining links with peers in other teams across government.</li> <li>▪ Actively participate in external and cross-government professional communities.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Have a willingness to improve their knowledge and skills.</li> <li>▪ Help to organise events and other activities to share property know-how.</li> <li>▪ Seek membership of relevant professional body.</li> <li>▪ Understand potential pathways for career development.</li> <li>▪ Network and link with relevant peers in other teams across the organisation.</li> <li>▪ Help to promote the team's activities with colleagues.</li> <li>▪ Seek advice and guidance from colleagues in other areas of property profession.</li> </ul>

## Infra & Estates – Property & Estates Expertise

Professional expertise is a combination of knowledge, experience and application. Professional affiliation provides assurance of meeting professional standards, demonstrates an appreciation of the impact of individual contribution to the wider landscape and inspires confidence in others that all work undertaken is of high quality and supports government priorities and policy. Knowledge and experience can be evidenced by attainment of relevant academic qualifications or membership of a professional institution at an appropriate level. Experience is usually measured in terms of number of years spent in a particular activity. For more senior roles it may also be judged in terms of the scale of work undertaken and/or familiarity with the requirements required of that particular role. Application means the successful delivery against targets, typically time, cost, and quality.

Level	Descriptors
Authority	
Expert	<ul style="list-style-type: none"> <li>▪ Drive strategic decision-making with property dimension</li> <li>▪ Set the vision for estates and property related work in their organisation.</li> <li>▪ Shape the strategic direction of the property estate in order to deliver Civil Service priorities.</li> <li>▪ Fully engaging the Board with the Government’s Estate Strategy</li> <li>▪ Maintain strategic oversight over a number of interacting or dependant property policies, programmes or operational activities.</li> <li>▪ Engage at senior levels across all sectors/Professions to champion the nature and significance of relevant property issues.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Take a strategic view of how property impacts on the business objectives of the organisation.</li> <li>▪ Provide professional assurance for their own work and that of their staff.</li> <li>▪ Manage complex technical risks and decisions and seeking specialist expertise as necessary.</li> <li>▪ Communicate effectively to stakeholders and diverse audiences on professional matters.</li> <li>▪ Maintain up to date property sector knowledge through Continuing Professional Development (CPD), demonstrating commercial awareness and applying knowledge, experience and skills effectively.</li> <li>▪ Demonstrate professional standards and promoting CPD for their staff.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Provide effective professional/technical authority and credibility within the specific area of expertise.</li> <li>▪ Set high professional standards for self and providing guidance and supervision, where appropriate, for more junior members of professional/technical staff, or staff who are still gaining experience.</li> <li>▪ Strike an appropriate balance between technical quality, value for money and timely delivery in order to meet performance targets as appropriate.</li> <li>▪ Understand the limitations of own expertise and knowing when to seek further advice, escalate issues, research appropriate resources, to resolve issues and provide proper professional guidance.</li> <li>▪ Maintain up to date property sector knowledge through Continuing Professional Development (CPD), demonstrating commercial awareness and applying knowledge, experience and skills effectively.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Develop a fundamental understanding of the property business and how it impacts on the work of organisations in the public and private sectors and the economy as a whole.</li> <li>▪ Aspire to understand and apply the appropriate professional standards relevant to their role.</li> <li>▪ Develop confidence and skills through undertaking appropriate training to develop professional/technical knowledge and achieve professional status.</li> <li>▪ Adopt an open approach to technical scrutiny and valuing constructive advice from senior colleagues.</li> <li>▪ Collect, analyse and produce accurate data/information by selecting and applying appropriate methodologies.</li> <li>▪ Identify unexpected or unusual data/information which does not fall within expected parameters, flagging technical risks at an early stage and referring to appropriate colleagues.</li> </ul>

# OHSE - Audit and Assurance

Provides and undertakes effective management of Health, Safety and Environmental Protection audit and assurance processes in Defence.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Provide advice, guidance and consultation on the principles of OHS (Occupational Health &amp; Safety) or EP (Environmental protection) auditing across the wider MoD (Ministry of Defence), OGDs (Other Government Departments), Academia, Industry and International partners.</li> <li>▪ Advise professional bodies on the principles and application of OHS or EP auditing.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Develop occupational health and safety or environmental protection management system policy and publish guidance and develop audit tools.</li> <li>▪ Create and shape DE&amp;S (Defence Equipment &amp; Support)/Site Policy; Set the strategic context, standards and policy for OHS or EP auditing and assurance. Strategically adapts audit and assurance approach in response to Organisational needs.</li> <li>▪ Provide coaching and mentoring to develop others.</li> <li>▪ Advises senior management and leadership of strategic areas of concern identified from assurance activity and corrective actions required.</li> <li>▪ Actively build/maintain close working relationships with both OHS and/or EP audit professionals and quality audit professionals within and external to Defence.</li> <li>▪ Provide clear, pertinent advice and guidance on OHSEP audit and assurance activities to the whole Organisation.</li> <li>▪ Devise (assurance) tools and techniques, to measure level of compliance, including key performance indicators to improve OHS or EP.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Develop and implement the audit schedule for OHS or EP management arrangements and themed audits.</li> <li>▪ Undertake OHS or EP audits and inspections in accordance with Defence Policy and regulations and report results so that they are easily understood; Undertakes themed audits to ensure that DE&amp;S/sites complies with OHS or EP policy and regulations.</li> <li>▪ Develop and monitors the delivery of audit and assurance arrangements, in own area of responsibility, in accordance with Defence policy.</li> <li>▪ Assess and provides meaningful feedback from audits and assurance activities identifies deficiencies and recommends necessary changes to facilitate continuous improvement.</li> <li>▪ Seek assurance that recommended corrective actions are implemented and have the desired effect.</li> <li>▪ Produce reports for senior managers with conclusions and recommendations to improve the organisation's OHS or EP performance.</li> <li>▪ Lead a team in conducting an audit.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Provide support on OHS or EP audits and inspections in accordance with Defence Policy and regulation.</li> <li>▪ Apply tools and techniques, to measure level of compliance, including key performance indicators to improve OHS or EP performance in their own area of work.</li> <li>▪ Assess findings from audits and inspections, identifies non-conformities and proposes necessary change.</li> <li>▪ be aware of the differences between first, second and third party audits and how these are used within Defence.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Articulate the basic principles, tools and techniques used to ensure compliance.</li> <li>▪ Understand the difference between risk-based auditing and management systems- based auditing and principles of audit within the context OHS or EP.</li> <li>▪ Understand findings from audits and inspections and support their implementation.</li> <li>▪ Understand the principles behind 'Continuous Improvement'.</li> </ul>

## OHSE - Conducting Risk Assessments

Undertakes and analyses risk assessments in accordance with policy and regulatory requirements. A Risk assessment is the quantifying or qualifying of the probability of loss, ill-health or injury, whether resulting from acts, omissions, equipment failures or accident etc. All activities undertaken throughout DE&S (Defence Equipment & Support) and the MoD estate or undertaken elsewhere by DE&S/MoD personnel should be risk assessed. Where practical the hazard should always be eliminated rather than managed.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Provide advice, guidance and consultation on the assessment of environmental aspects across the wider MoD, OGDs, Academia, Industry and International partners.</li> <li>▪ Advise professional bodies on the principles and application of OHS (Occupational Health &amp; Safety) or EP (Environmental Protection) Risk Management.</li> <li>▪ Advise, Stakeholders and Practitioners on OHS (Occupational health &amp; Safety) or EP Strategic Risk complexities.</li> <li>▪ Inform and influence industrial risk practice.</li> <li>▪ Lead on the development of competence standards across DE&amp;S and industry; drives innovation and develops professional standards.</li> <li>▪ Consider implications of events at international and national levels to inform strategic decision making within DE&amp;S and shapes appropriate plans.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Apply DE&amp;S Risk Management Framework principles across multiple domains. Link the Health, Safety and Environmental Protection risks for own area to wider Defence Corporate risks and risk management processes.</li> <li>▪ Apply competence within their own area of expertise independently across a broad range of business contexts, often covering unpredictable or complex issues, or situations without precedent.</li> <li>▪ Influence sufficient resources to be made available to implement and maintain suitable and sufficient control measures to manage the risks to a level that is as low as is reasonably practicable and effectively communicate necessary information to defence personnel and other relevant stakeholders (contractors, industry partners etc).</li> <li>▪ Create and shape DE&amp;S OHS &amp; EP Risk Management strategies; develop original responses and solutions from identified high risk areas within the business; • Correlate information on significant residual risks from individual activities in support of normal operation of the defence estate, unit or platform.</li> <li>▪ Demonstrate significant experience and leadership skills within their profession.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Create and shape DE&amp;S OHS &amp; EP Risk Management strategies, develop original responses and solutions from identified high risk areas within the business.</li> <li>▪ Comply with agreed risk management framework policy and procedures and develop an OHS &amp; EP Risk Management register.</li> <li>▪ Assess and report the positive impact of OHS &amp; EP Risk Management on the business.</li> <li>▪ Understand and correctly apply the policy and regulatory requirements for Health and Safety or Environmental Protection Risk assessments in own area of responsibility.</li> <li>▪ Utilise Hazard Identification (HAZID) and Risk Assessment tools and techniques, suitable for the operating domain, and sources of data applicable to their Area of Responsibility, to inform risk assessments.</li> <li>▪ Ensure that generic unit/establishment /platform wide hazards associated with the use and management of the unit/establishment /platform including common areas as well as the specific activities performed under their authority are identified.</li> <li>▪ Ensure appropriate risk assessments are carried out by competent persons and significant findings recorded; these must include shared facilities and lodger units.</li> <li>▪ Lead teams in undertaking risk assessments ensuring that they are conducted in accordance with all policy and regulatory requirements and relevant guidance.</li> <li>▪ Display detailed knowledge of subject and can provide advice/guidance.</li> <li>▪ Identify where hazards cannot be eliminated, undertake suitable and sufficient Health and Safety and Environmental Protection risk assessments, ensuring that outputs meet all policy and regulatory requirements and accord with relevant guidance.</li> </ul>

Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Review existing risk assessments to determine if still suitable and sufficient and recommends corrective actions as required.</li> <li>▪ Effectively identify and assess hazards seeking to eliminate them where reasonably practicable;</li> <li>▪ Operate DE&amp;S Risk Management tools ensuring appropriate techniques and in line with agreed all required data entries are complete and accurate;</li> <li>▪ Input data and maintain the Risk Management tool/registers.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Report any previously unidentified hazards to the relevant manager, cooperate with risk assessors, comply with all control measures required (e.g. safe systems of work) and undertake any appropriate training provided to mitigate risk.</li> <li>▪ Inform the manager of any defective control measures, or any physical or medical condition that could affect the findings of the risk assessment and their ability to undertake the activity safely so that appropriate corrective action can be taken.</li> <li>▪ Understands the policy and regulatory requirements for OHS or EP risk assessment.</li> <li>▪ Understand the OHS or EP Risks in their area of work, and the impact they will have on self and others.</li> </ul>

## OHSE - Emergency Response

The Management of Health and Safety/Environmental Protection at Work Regulations requires Defence to risk assess its activities and to establish appropriate (emergency) procedures to be followed in the event of serious and imminent danger to defence personnel and visitors, and the necessary contact required with external services (Ambulance, Fire, etc). to develop an Emergency Plan that will set out the information, procedures and details required to ensure an effective, flexible and timely response to an emergency, thus reducing to a minimum the distress and disruption caused by such an incident.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>Can provide strategic advice, guidance on all aspects of Defence policy and regulations on emergency response requirements to MoD (Ministry of Defence), OGD (Other Government departments), Regulatory Authorities (Defence Regulators and National Environmental Regulatory Agencies).</li> <li>Can explain the fundamental principles of own organisation emergency response plan to Regulatory Authorities.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>Produce effective guidance on emergency response for own organisation/site, ensuring it meets all statutory requirements and accords with relevant guidance.</li> <li>Provide guidance on the scoping, development and implementation of emergency and disaster planning.</li> <li>Advise stakeholders all aspects of Defence policy and regulations on emergency response requirements to DE&amp;S, MoD, Regulatory Authorities (Defence Regulators and National Environmental Regulatory Agencies).</li> <li>Create and shapes DE&amp;S/Site Policy;</li> <li>Develop emergency response plan in accordance with DE&amp;S/Sites requirements and guidance and provides guidance on implementation.</li> <li>Lead effective communication channels with local Emergency Services and Statutory Regulator and understands how these will engage with emergency response plan.</li> <li>Provide coaching and mentoring to develop others.</li> <li>Maintain knowledge of and applies industry good practice in emergency planning to own organisation/MoD.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>Understand and correctly apply Defence policy and regulations on emergency response requirements in own area of responsibility.</li> <li>Develop emergency response plan in accordance with own organisation/site's requirements and guidance and provides guidance on implementation in line with the relevant JSPs.</li> <li>Satisfactorily plan and implement emergency response exercises and incident scenarios on appropriate regular basis.</li> <li>Provide and interprets feedback from exercises, including the effects of emergency response actions, to facilitate continuous improvement.</li> <li>Adapt own organisation/site's emergency response plan based on "good practice" and findings from emergency response events/exercises.</li> <li>Maintain knowledge of and applies industry good practice in emergency planning to own organisation.</li> <li>Maintain dialogue with local Emergency Services and Statutory regulator and understands how these will engage with the emergency response plan.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>Can explain the fundamental principles of own organisation/site's emergency response plan.</li> <li>Understand their roles and responsibility into any Incident Investigations.</li> <li>Can feedback from investigations to facilitate continuous improvement and prevent recurrence.</li> <li>Understand the principles behind the Site Emergency Response Plans.</li> <li>Has undertaken emergency awareness training and is able to direct a team in the event of a pollution incident.</li> <li>Ensure training and refresher training is provided to all personnel for the safe evacuation of buildings, vessels and the safe use of emergency equipment etc.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>Demonstrate the awareness of action to take in the event of an emergency.</li> <li>Attend training as required and comply with the relevant procedure, follow any additional instructions given by the IC, Nominated Persons or attending Emergency Services Officers.</li> </ul>



## OHSE - Fundamentals

Understands and provides authoritative, advice, guidance and support on Occupational Health & Safety (OHS) & Environmental Protection (EP) Matters to DE&S (Defence Equipment & Support) and wider MoD (Ministry of Defence). Formulates effective guidance to ensure that Defence Environmental Protection Policy can be efficiently implemented and converted into the desired effects and outcomes.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Provide advice, guidance and consultation on occupational health and safety (OHS) or environmental protection (EP) matters across the wider MoD, OGDs (Other Government departments), Academia, Industry and International partners.</li> <li>▪ Actively participate in cross government OHS or EP strategy and policy decisions and contributes to consultations to revise standards, laws and regulations (internal and external to defence).</li> <li>▪ Advise professional bodies on the principles and application of OHS or EP Matters.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Maintain strategic oversight over the planning, performance, monitoring and review of OHS or EP matters.</li> <li>▪ Implement and maintain SMS (Short messaging Service) or EMS (Enhanced Messaging Service) across the Organisation.</li> <li>▪ Actively builds/maintains close working relationships with other Health and Safety and/or Environmental Protection professionals within and external to Defence.</li> <li>▪ Advise, Stakeholders and Practitioners on all aspects of OHS or EP.</li> <li>▪ Create and shapes DE&amp;S/Site OHS or EP Policy.</li> <li>▪ Monitor and adapt guidance to reflect changes in OHS or EP policy, regulations or process ensuring it fit for use. Provides accurate, clear advice, guidance and evaluation on complex regulatory requirements, exemptions, policy and any other applicable standards applicable to the whole Organisation.</li> <li>▪ Actively leads and influences a positive Health, Safety and Environmental culture across the whole organisation.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Implement and maintain suitable and sufficient organisational arrangements for managing activities safely. Control organisational change by developing appropriate management arrangements (e.g. organisational safety assessment).</li> <li>▪ Implement and maintain the SMS or EMS within their area of responsibility. Demonstrates an understanding of the roles of the regulatory organisations, both statutory and defence, the regimes they operate and why. Can explain the principles and approaches to Defence regulation and demonstrates understanding of how Defence regulations are produced and the method of consultation and publication.</li> <li>▪ Provide accurate, clear advice and guidance on regulatory requirements, exemptions, policy implementation and any other standards.</li> <li>▪ Develop metrics for the measurement of OHS or EP performance and business targets, and regularly review our performance against these targets.</li> <li>▪ Develop and implement a governance structure, to monitor, evaluate and interpret the impact of current and new OHS or EP legislation and correctly apply Defence regulations and any related regulations and policy for their area of activity.</li> <li>▪ Interpret and explain the requirements, principles and approaches to Health and Safety or Environmental Protection in Defence, as well as in their own area of activity.</li> <li>▪ Attends and contributes to relevant working level or stakeholder groups.</li> <li>▪ Exploit all avenues of learning to ensure they remain current in their knowledge and qualifications through continual professional development.; Produces, consults and publishes clear, accurate and appropriate guidance to ensure compliance with OHS or EP policy and legislative requirements, tailoring the material to suite stakeholder needs.</li> <li>▪ Correctly apply the governance structure for Defence regulation, including the regulatory hierarchy (i.e. Charter, delegations).</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Demonstrate an awareness of the roles of the regulatory organisations, both statutory and defence, the regimes they operate and why.</li> <li>▪ Demonstrate awareness of where specific OHS or EP management responsibilities lie in own organisation and how they link to wider Defence.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Demonstrate an understanding of the roles of the regulatory organisations, both statutory and defence, the enforcement process, the powers of regulators and how this applies to their own area of work.</li> <li>▪ Can supervise staff, to whom they can provide clear advice and guidance on regulatory requirements and OHS or EP policies in their area.</li> <li>▪ Attend and contribute to relevant working level groups.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Demonstrate understanding the requirements, principles and approaches to OHS or EP in their own area of activity.</li> <li>▪ Display understanding how their behaviours and departure from operational controls impacts on their own and other’s safety and health or environmental protection.</li> <li>▪ Identifies and applies the parameters for safe conduct of an activity but seeks appropriate advice and assurance on risk management.</li> <li>▪ Promotes positive health and safety or environmental protection culture in their area of responsibility.</li> <li>▪ Understands the role and purpose of the Site occupational health &amp; safety or environmental protection management system.</li> </ul>

# OHSE - Incident Reporting

Understands incident reporting, recording and investigations in accordance with Defence policy and regulatory requirements.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>Be a national or international expert, with a wide scope for personal autonomy and is often called upon by others within industry for in-depth advice or guidance.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>Identify the roles and responsibilities of the different investigation branches and their legal background (Convening Authority/Service Inquiries etc);</li> <li>Demonstrate understanding of where extraordinary military circumstances may alter Risk Management;</li> <li>Demonstrate an understanding of where evidence may exist within Governance Structures and Safety and Environmental Management Systems (SEMS);</li> <li>Create and shapes DE&amp;S Policy;</li> <li>Effectively lead teams in accident/incident investigations or Boards of Inquiry.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>Explain the different levels of Inquiry and when and how they should be applied (Convening Authority/Service Inquiries etc);</li> <li>Understand and correctly applies the principles, policy and processes for Defence incident reporting, recording and investigations in own area of responsibility;</li> <li>Provide clear, pertinent advice and explanations of management of reporting, recording and investigating incidents, including accident models, organisational theories, cultures, human factors and mechanisms of failure;</li> <li>Assesses and provides meaningful feedback of findings from investigations and uses this to inform review of policy or guidance to facilitate continuous improvement;</li> <li>Undertake effective investigations, ensuring that outputs meet all policy and regulatory requirements and accord with relevant guidance. In the event of a major incident/accident, provide SME support to incident investigations or Boards of inquiry;</li> <li>Identify the related roles and responsibilities and stakeholder requirements within the incident investigations process, building and maintaining effective working relationships with contacts;</li> <li>Provide and interprets feedback from investigations to facilitate continuous improvement and prevent recurrence.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>Accord with and correctly apply local arrangements for incident reporting and recording and makes effective use of such information;</li> <li>Understand their roles and responsibility into any Incident Investigations;</li> <li>Identify the causes behind any “non-conformities” or departures from operational controls when they occur and implements the necessary corrective action.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>Demonstrate an awareness against the relevant legislation;</li> <li>Demonstrate understanding of how to report incidents/ accidents and their roles and responsibility into any incident/accident investigations;</li> <li>Feedback from investigations to facilitate continuous improvement and prevent recurrence.</li> </ul>

## Policy - Analysis and Use of Evidence

A knowledgeable and skilled Policy, Strategy & Parliamentary professional uses a range of analytical skills to understand emerging issues, including the wider context, risks, implications and impacts of potential actions; and formulates policy and responses to issues through investigation and application of a sound evidence base.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Provide advice, guidance and consultation across the wider MoD, cross Government, with Industry and internationally.</li> <li>▪ Inform and influence the delivery of defence business.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Demonstrate extensive experience of analysis and use of evidence in delivery.</li> <li>▪ Lead the accurate and concise drafting of outputs considering all relevant factors</li> <li>▪ Confidently deal with ambiguity and conflicting advice.</li> <li>▪ Negotiate effectively with all relevant stakeholders to reach a consensus of approach</li> <li>▪ Make decisions and firm recommendations on the way ahead based on available evidence.</li> <li>▪ Manage reputational, wider defence and political issues which may result from decisions taken.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Demonstrate some experience of analysis and use of evidence in delivery.</li> <li>▪ Develop and maintain a network of subject matter experts and draw on these to obtain evidence and information in support of outputs.</li> <li>▪ Analyse data and draw conclusions</li> <li>▪ Offer reasonable challenge to information received, where appropriate.</li> <li>▪ Make linkages between different issues, understanding the wider MoD, political and public context within which DE&amp;S operates.</li> <li>▪ Understand potential risks, implications and impacts of options for action</li> <li>▪ Understand the trade-off between timeliness and factual accuracy in the delivery of outputs.</li> <li>▪ Make personal judgements based on information received and evidence-based recommendations on how to proceed.</li> <li>▪ Make decisions within limits of own authority and know when it is right to act or advise.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Use subject matter experts to source evidence and advice on specific issues.</li> <li>▪ Undertake basic analysis of evidence and data, drawing simple conclusions.</li> <li>▪ Use evidence and data to formulate initial responses to issues.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Describe own business area and where to source information on specific business issues.</li> <li>▪ Understand the role of evidence and analysis in the delivery of outputs.</li> <li>▪ Understand the need for timeliness and factual accuracy.</li> <li>▪ Understand the main sources of official statistics and how they are used.</li> </ul>

## Policy - Policy Delivery

A knowledgeable and skilled Policy, Strategy & Parliamentary professional understands the key aspects in developing, drafting and implementing policy interventions; including definition of requirement, intended outcomes, potential impacts, monitoring and evaluation, to ensure that business and customer needs are met.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Provide advice, guidance and consultation across the wider MoD, cross Government and internationally.</li> <li>▪ Produce policy to meet complex business needs and act as a policy sponsor.</li> <li>▪ Inform and influence the delivery of defence business.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Negotiate effectively with all relevant stakeholders to reach a consensus of approach.</li> <li>▪ Ensure effective policy implementation and monitoring.</li> <li>▪ Effectively communicate the policy to a wide audience.</li> <li>▪ Ensure adherence to the policy.</li> <li>▪ Provide coaching and mentoring to develop others.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Understand the requirement, route to implementation and intended outcomes.</li> <li>▪ Understand how the policy will be delivered.</li> <li>▪ Manage stakeholder consultation, influencing appropriately.</li> <li>▪ Make linkages between different issues, understanding the wider MoD, political and public context within which the policy will operate.</li> <li>▪ Understand the risks to success and make recommendations.</li> <li>▪ Provide guidance to ensure policies are adhered to.</li> <li>▪ Evaluate policy through feedback mechanisms and take appropriate actions where needed.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Know who and when to seek advice on policy development and implementation.</li> <li>▪ Assist in the drafting of policy, guidance and advice.</li> <li>▪ Explain what a successful outcome looks like.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Demonstrate an awareness of own policy area.</li> <li>▪ Understand how the policy will impact on DE&amp;S and wider defence business.</li> </ul>

## Policy - Supporting the Ministerial & Parliamentary Process

A knowledgeable and skilled Policy, Strategy & Parliamentary professional understands the role of Parliament and how Civil Servants support Ministerial and Parliamentary accountability; can provide timely, factually accurate and informed briefing for Ministers and senior officials; and understands the wider political and international context and how that relates to DE&S business.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Provide advice, guidance and consultation across the wider MoD, cross Government and internationally</li> <li>▪ Inform and influence the delivery of defence business</li> <li>▪ Represent Ministers and the most senior officials at international forums, ensuring that the UK's interests are enhanced and take ownership of delivering outputs which have a wide cross-Government impact.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Demonstrate extensive experience of dealing with Ministerial and Parliamentary business</li> <li>▪ Provide authoritative advice and guidance across DE&amp;S in the handling of Parliamentary business and the Freedom of Information Act</li> <li>▪ Act as the DE&amp;S or Departmental lead on major issues and work confidently and effectively across MoD and wider Government to address them</li> <li>▪ Produce handling strategies for, and effectively manage, emerging reputational issues</li> <li>▪ Confidently provide oral briefing to Ministers and senior officials</li> <li>▪ Represent the UK at international forums, leading and influencing discussions to protect and enhance UK's interests</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Demonstrate some experience of dealing with Ministerial and Parliamentary business</li> <li>▪ Apply Parliamentary processes in support of Ministers and Government</li> <li>▪ Make linkages between different issues, understanding the wider MoD, political and public context within which DE&amp;S operates</li> <li>▪ Produce timely and accurate draft material to suit the audience intended</li> <li>▪ Support oral briefing of Ministers and senior officials</li> <li>▪ Apply the principles of the Freedom of Information Act to determine the release or withholding of information</li> <li>▪ Represent the UK at international forums, protecting the UK's interests</li> <li>▪ Understand different public perceptions and how these can impact on defence business</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Understand Parliamentary processes (including; Parliamentary Questions, Ministerial and Treat Official Correspondence, Parliamentary Committees and debates) and how they support Ministers and Government, and hold to account</li> <li>▪ Draft responses to questions and correspondence, and input to other business using appropriate evidence</li> <li>▪ Progress Freedom of Information casework, gathering information and drawing initial conclusions</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Demonstrate a basic understanding of UK Parliament, its structure and the role of Ministers</li> <li>▪ Demonstrate a basic understanding of how Parliament holds Government to account</li> <li>▪ Demonstrate an understanding of the role and duties of Civil Servants as set out in the Civil Service Code and its application in delivering Parliamentary Business</li> <li>▪ Explain how DE&amp;S fits within the wider MoD and Parliamentary context</li> <li>▪ Know who to approach for advice on Parliamentary matters</li> <li>▪ Demonstrate a basic understanding of the Freedom of Information Act</li> </ul>

## Quality Management - Quality Context

Determines external and internal issues that are relevant to the purpose and strategic direction of DE&S and understands the impact these have on the ability of DE&S to achieve intended results. This is underpinned by an understanding the role of the DE&S, its position within MoD, political and organisational constraints and issues.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Advises on and actively integrates strategic priorities into DE&amp;S Management systems and processes on the basis of stakeholders needs, as well as internal and external issues</li> <li>▪ Engages with external bodies and industry / business sector groups to influence quality standards, policies and other external requirements affecting the organisation and related industries</li> <li>▪ Leads the operations of DE&amp;S and wider MoD business and represents the organisations within International communities</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Applies thorough understanding of MoD and history of DE&amp;S to improve the relevance and impact of own work and that of the wider organisation</li> <li>▪ Uses appropriate methods to aid the application of existing and emerging policies, regulations, as well as societal and quality-related compliance requirements</li> <li>▪ Contributes to the development of organisational good quality practice through involvement with MoD quality working groups e.g. Strategic Quality Forum, QACG or Defence Interest Groups</li> <li>▪ Ensures that DE&amp;S understands the impact of current and future policy and regulatory requirements on the sustainability and effectiveness of strategies, goals and targets regarding quality</li> <li>▪ Builds strong networks throughout DE&amp;S and communicates the importance of quality management widely and appropriately, using a variety of communication methods</li> <li>▪ Fosters a positive culture of quality in DE&amp;S in support of the importance of the role the organisation serves and the customers that it works with</li> <li>▪ Works with DE&amp;S Process owners in identifying the current and future impact of product/service quality on reputation, customer satisfaction and on the DE&amp;S process delivery capability</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Ensures that Profession understands the impact of current and future policy and regulatory requirements on the sustainability and effectiveness of strategies, goals and targets regarding Quality Management</li> <li>▪ Supports wide-spread understanding and action by relevant parties in DE&amp;S to identified risks and potential impacts associated with non-compliance of the Profession business processes, products and services</li> <li>▪ Builds strong networks throughout the Profession and communicates widely and appropriately using a variety of communication methods</li> <li>▪ Supports a positive culture of delivering quality in the Profession</li> <li>▪ Maintains expertise and provides advice on Quality policy, contractual standards, certifications and other requirements as defined in the Business Management System that impact DE&amp;S ability to deliver intended outcomes</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Builds strong networks throughout the delivery team and communicates widely and appropriately using a variety of communication methods</li> <li>▪ Supports the establishment of a positive culture of quality in the Profession</li> <li>▪ Maintains professional knowledge and understanding to sustain high quality of work</li> <li>▪ Understands the wider stakeholders involved with their Profession within DE&amp;S</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Develops networks throughout the delivery team and communicates appropriately using a variety of communication methods</li> <li>▪ Demonstrates understanding of the benefits that effective quality practices can bring to DE&amp;S, promotes quality management and the value it has</li> <li>▪ Understands and can explain DE&amp;S organisation structure and ways of working</li> </ul>

## Quality Management - Governance

This competence area ensures that the DE&S requirements are reflected in operational frameworks, policies, strategies, processes and plans, and that these meet all stakeholder requirements.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>Understands DE&amp;S context and produces the quality strategy for DE&amp;S, its products and services. Gains agreement and sponsorship from DE&amp;S leadership and champions the quality strategy across DE&amp;S.</li> </ul>
Expert	<ul style="list-style-type: none"> <li>Develop process management capability (ownership, definition, implementation and improvement) across DE&amp;S to deliver consistent results.</li> <li>Ensures DE&amp;S policies, processes and plans are effective in meeting stakeholder expectations, removing variation, minimising operational risk and maximising efficiency.</li> <li>Uses a process approach to design an appropriate management system for DE&amp;S, embedding effective process management (ownership, definition, control, measurement and improvement) and coordinating content produced by all parts of DE&amp;S.</li> <li>Defines DE&amp;S quality policies, plans and processes, proposes quality targets and agrees them with the organisation's leadership.</li> <li>Ensures that roles, responsibilities, authorities and accountabilities are defined in DE&amp;S governance arrangements within the management system.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>Support the senior management team in ensuring that DE&amp;S approach and system of business management are continually assessed and improved.</li> <li>Support the identification of business risk and opportunities to provide assurance that the quality management system can achieve its intended result(s), enhance desirable effects, prevent or reduce undesired effects and achieve improvement.</li> <li>Ensure requirements for governance, based on stakeholders' needs, are effectively communicated throughout Professions.</li> <li>Demonstrate a good understanding of which processes are utilised within the relevant part of DE&amp;S.</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>Support and advises on the development of an appropriate range of performance measures and metrics for DE&amp;S, including quality performance.</li> <li>Demonstrate a clear understanding of which processes are utilised within the relevant part of DE&amp;S.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>Demonstrate an awareness of which processes are utilised in their day to day activities.</li> </ul>

## Quality Management - Assurance

Ensures that policies, strategies, processes, and plans are effectively implemented, and that all outputs (both internal and deliverable) are consistent with governance requirements.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>Authority is not required for this competence</li> </ul>
Expert	<ul style="list-style-type: none"> <li>Identifies and communicates the risks and potential impacts associated with non-compliance of DE&amp;S business processes, products and services</li> <li>Advises process owners/Sponsors on the appropriate levels of assurance required in the management of their processes and ensures these are championed within DE&amp;S</li> <li>Demonstrates an in-depth understanding of requirements management, process implementation, tailoring principles, risk management and performance measurement to ensure effective planning and internal controls are in place</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>Uses appropriate methods to ensure an effective balance of self-assurance and independent assurance from others</li> <li>Plans and implements an appropriate regime of quality audits activities for DE&amp;S, departments, projects or product/service delivery streams, based on the identified risks and opportunities</li> <li>Provides assurance of the delivery of customer and other stakeholder specific requirements through an effective audit programme</li> <li>Assures that quality policies, process controls and safety requirements remain effective, particularly during periods of change</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>Ensures strategic priorities, as reflected in policies, processes and plans, are effectively implemented</li> <li>Identifies risks, failures and non-conformances associated with customer and stakeholder requirements, and ensures effective action is taken to resolve any issues and to identify the root causes of any barriers</li> <li>Supports the planning of actions to address risks and opportunities, their integration into the quality management system processes and the evaluation of the effectiveness of these action</li> <li>Uses the findings of independent audit activities to assess and report on achievements, the performance of processes and the levels of compliance</li> <li>Provides assurance that an appropriate range of measurement techniques, including statistical techniques, are being used for the detection and elimination of non-conformity in DE&amp;S processes</li> <li>Assesses and reports on trends in levels of conformity and the effectiveness and efficiency of controls</li> <li>Undertakes independent audits of DE&amp;S management system, processes as required and determines compliance to planned requirements</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>Demonstrates an understanding of the different types of assurance activities and their implementation within their area of work</li> <li>Applies understanding of the requirements of the DE&amp;S auditing processes and how non-conformities are managed</li> </ul>

# Quality Management - Quality Improvement

Facilitates a culture of evaluation (both qualitative and quantitative), learning and improvement to drive more effective, efficient and agile ways of working in support of the business strategy, organisational reputation and performance.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>▪ Applies expertise and champions appropriate methods to integrate the latest understanding of stakeholder needs and DE&amp;S context into quality improvement initiatives</li> <li>▪ Recommends improvements to DE&amp;S based on an in-depth understanding of the performance of peer organisations, appropriate benchmarks and thought leadership</li> <li>▪ Leads assessments on areas for improvement for the defence industry, incorporating the views, interests and requirements of various stakeholders and priorities</li> <li>▪ Promotes business excellence and the achievement of strategic priorities as a catalyst for business performance improvement</li> </ul>
Expert	<ul style="list-style-type: none"> <li>▪ Applies experience, benchmarks and other appropriate tools and techniques to evaluate performance and improvement priorities</li> <li>▪ Manages internal initiatives aimed at addressing DE&amp;S or wider external changes affecting quality (including changes to customer requirements, policy and other factors)</li> <li>▪ Designs and implements appropriate performance measurement frameworks to support understanding of the performance of the organisation, its products, services and the priorities for improvement and change</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>▪ Gathers and analyses information on customer and stakeholder levels of satisfaction with DE&amp;S performance in meeting their requirements</li> <li>▪ Understands the current focus for change and improvement in the DE&amp;S and the defence sector</li> <li>▪ Provides objective analysis of status and effectively communicates conclusions to help the organisation develop suitable improvement strategies</li> <li>▪ Utilises appropriate models, tools and techniques to assess and understand current and projected performance indicators of the organisation and its processes</li> <li>▪ Articulates the benefits of improvement proposals in both business and financial terms with confidence and clarity</li> <li>▪ Utilises insight to determine risks and priorities with respect to the performance of the organisation, its products, services and stakeholders</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>▪ Facilitates the development and use of appropriate measures of operational performance and product/service quality across the organisation to ensure fact-based decision making</li> <li>▪ Helps establish priorities for change through data analysis, engaging with stakeholders and reviewing appropriate external benchmarks</li> <li>▪ Participates in root cause analysis sessions and systemic process problem resolution</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>▪ Understands and can assist in the application of quality assessment tools</li> <li>▪ Maintains and updates knowledge of the range of business improvement tools available for deployment and can identify those most appropriate for a given situation</li> </ul>